



Operations Support

★CONTROL AND DOCUMENTATION OF AIR FORCE PROGRAMS

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This instruction implements the *programming portion* of AFD 16-5, *Planning, Programming, and Budgeting System (PPBS)*. It establishes procedures for documenting and controlling Air Force Programming activities and states programming responsibilities of Headquarters US Air Force (HQ USAF) and Programming Agencies (i.e., Major Commands [MAJCOM], Field Operating Agencies [FOA], Direct Reporting Units [DRU], US Air Force Reserve [AFRES], and the Air National Guard [ANG]). Use this instruction along with Department of Defense [DoD] guidance, DoD Instruction 7045.7, *Implementation of the Planning, Programming and Budgeting System (PPBS)*, May 23, 1984, with Change 1, DoD Instruction 5000.2-R, *Acquisition Management Policies and Procedures*, March 15, 1996; Air Force 16-, and 65-series publications, and PPBS Primer to ensure a full understanding of the PPBS. A glossary of abbreviations, acronyms, and terms is at Attachment 1. The reports required in this instruction are exempt from licensing under paragraph 2.11.7 of AFI 37-124, *The Information Collections and Reports (ICR) Management Program*.

SUMMARY OF REVISIONS

This revision incorporates changes to the Air Force resource allocation process; defines the Air Force Board (AFB) (Para 2.1), Air Force Group (AFG) (Para 2.2), and Mission/Mission Support Panels (Para 2.3); and implements Integrated Process Teams (IPT) (Para 3). Also transfers office of primary responsibility (OPR) for Program Change Requests (PCR) from HQ USAF/XO to HQ USAF/PE (Para 6); deletes the sample PCR message request (Atch 2); and adds a sample PCR approval message (Atch 2). Editorial changes were made throughout the AFI to reflect the changes to the Resource Allocation process and the transfer of PCR responsibility.

1. DoD PPBS--Program Controls.

1.1. Basic Controls. Air Force flexibility, within PPBS, is primarily limited to changes within and among program elements (PE). Other controls such as Commander in Chief (CINC) priorities, country manpower authorizations, mutual security commitments, Troop Strength ceilings, congressional limitations for the current year, and the Office of the Secretary of Defense (OSD) considerations for the budget years further limit flexibility. The Secretary of Defense (SECDEF) will approve major force structure changes and the associated procurement or research and development increases within the total Air Force manpower or dollar levels. The methods to obtain approval for OSD program changes, when required, vary with the item; however, the principal method of changing the overall program is the Program Objective Memorandum (POM). The POM represents balanced, total Air Force program recommendations within the OSD specified fiscal guidance limitations and directions contained within Defense Planning Guidance (DPG). It is the basis for the Air Force Budget Estimate Submission (BES).

1.2. Air Force Controls. HQ USAF limits the authority of Programming Agency commanders to deviate from the Air Force programs--without advance approval of HQ USAF. Programming agencies must promptly request program adjustments if they do not expect to meet program objectives with their available resources or if their allocated resources exceed their needs. Forward requests either through the PPBS or through a Program Change Request (PCR) (see paragraph 6.1 and DoD

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Instruction 7045.7). HQ USAF must notify implementing commanders of program changes resulting from OSD decisions, resource limitations, and other program adjustments.

2. Air Force PPBS Process. The goal of this process is to achieve the defense objectives established by the President and the SECDEF in the DPG. The Air Force uses a unique process for implementing the PPBS, the Air Force Corporate Structure. This structure increases management effectiveness by applying judgment and experience to programs, resource limitations, and other program adjustments.

2.1. Air Force Board. The Air Force Board (AFB) provides flag-level (2-star and civilian equivalent) review of resource allocation and other issues. The AFB is empowered with decision authority for issues submitted by the Air Force Group (AFG). The AFB directs the focus of the AFG in resolving issues and refines AFG developed integrated programs for submission to the Air Force Council (AFC). Limit topics brought before the AFB to important matters requiring corporate consideration and resolution. The AFB is chaired by the Director of Programs and Evaluation (HQ USAF/PE) except for purposes of budget formulation and execution to include the Budget Estimate Submission (BES), Budget Review Cycle, and President's Budget (PB) when it is chaired by the Deputy Assistant Secretary (Budget) (SAF/FMB). AFB core and non-core membership includes Directorate level membership from a wide breadth of functional disciplines. These include:

HQ USAF/CE/DP/IN/LG/RE/SC/SG/TE/XO/JA/SV/SP/HC/HO/SE/ST;

SAF/AG/AQ/FM/MI/SX/IG/GC/LL/IA/PA/AA/SB; NGB.

2.2. Air Force Group. The Air Force Group (AFG) provides senior-level (Colonel and civilian equivalent) resolution of resource allocation and other issues prior to AFB review. The AFG develops the overall integrated Air Force program for submission to the AFB. The AFG has decision authority for issues submitted by the Panels and IPTs and forwards significant issues to the AFB. The AFG is the first level of the corporate structure that integrates Air Force mission areas into a balanced AF program. The AFG Chairman presents the integrated program to the AFB for refinement. The AFG is chaired by HQ USAF/PE(Deputy Director). AFG core and non-core membership includes Directorate level membership from a wide range of functional disciplines. These include:

HQ USAF/CE/DP/IN/LG/RE/SC/SG/TE/XO/JA/SV/SP/HC/HO/SE/ST;

SAF/AG/AQ/FM/MI/SX/IG/GC/IA/LL/PA/AA/SB; NGB.

2.3. Mission/Mission Support Panels. The Air Force reviews and screens resource allocation and other issues through the Mission and Mission Support Panels. The primary purpose of the Panels is to support the corporate resource allocation process within defined Air Force mission and mission support areas. Each of the Panels is, in and of itself, the HQ USAF "center of expertise" for its particular mission or mission support area. The Panel serves as the initial point of entry for IPTs and issues requiring corporate review. They are empowered with decision authority, and they review and develop options for presentation to the AFG. As such, Panels also support a number of HQ USAF practices and processes, to include (but not limited to): Mission/Mission Support Plans, Joint Warfighter Capabilities Assessment/Integrated Priority List integration, and Program Change Requests. Membership is approved by the Panel Chair and reviewed by the AFG and includes representation from all appropriate functional staff elements, the Air Force Reserve, and the Air National Guard. The panel structure and organizational chairmanship are as follow:

MISSION PANEL		CHAIR
Power Projection		HQ USAF/XO
Air Superiority		HQ USAF/XO
Global Mobility		HQ USAF/XO
Information Dominance		HQ USAF/XO
Space Superiority		HQ USAF/XO
MISSION SUPPORT PANEL		CHAIR
RDT		SAF/AQ
Logistics		HQ USAF/LG
Installation Support		HQ USAF/CE
C4		HQ USAF/SC
Personnel & Training		HQ USAF/DP

3. Integrated Process Teams. Integrated Process Teams (IPT) comprise the multifunctional working-level infrastructure and information network that supports both the Air Force corporate process as well as the functional staff, the Air Force Reserve and Air National Guard. Each major program will have an IPT. Each IPT will have a designated Lead Program Monitor who will function as the team leader for all Program Element Monitors (PEMs) involved in that major program. There will be only one IPT per Air Force program. IPTs that include both operational and acquisition programs may form working

groups or sub-IPTs that specifically address functional issues required by DoD direction, so long as these teams are multifunctional in nature. All IPTs will have a directory. HQ USAF/PE maintains directories for all IPTs. The ultimate goals of the IPTs are to: provide a multifunctional cross-staff perspective on all key Air Force programs; enhance responsiveness to program issues; support corporate decision-making through interaction with Mission/Mission Support Panels; and cut across organizational barriers to improve the corporate decision-making process.

4. Responsibilities.

4.1. HQ USAF:

- Implements OSD program directives and guidance.
- Issues appropriate amendments to program guidance and directives and provides to Programming Agencies.
- Requests impacts and offsets from affected Programming Agencies for HQ USAF directed Program Change Requests (PCR).
- Implements the OSD approved program reflected in the Future Years Defense Plan (FYDP).
- Reviews requests for program changes initiated within HQ USAF or submitted by the Programming Agencies. Forwards the request to OSD as required by DoD Instruction 7045.7.
- Makes necessary changes within the range of HQ USAF approval authority, funding, and manpower.
- Develops and submits the Air Force Program Objective Memorandum (POM), the Air Force BES, and the Air Force input for the DPG and the PB to OSD; and finally, distributes program documents to the Programming Agencies.
- SAF/AQ will inform SECAF of significant changes in the POM and BES to any program subject to review by the Defense Acquisition Board (DAB) as required by DoD Directive 5134.1, *Under Secretary of Defense for Acquisition and Technology*, September 30, 1992. SECAF will consult with the Under Secretary of Defense for Acquisition (USD[A&T]) on these programs before submitting them to OSD.

4.2. Programming Agencies:

- Comply with program guidance issued by HQ USAF.
- Provide program guidance and direction to subordinate commanders.
- Submit POM data and briefings according to HQ USAF schedule and direction.
- Submit, as necessary, a cover letter to address specific Air Force-wide requirements, Joint Chiefs of Staff (JCS) commitments, known fiscal constraints, mission area differences, or enhancements which the sponsor desires to emphasize in the POM.
- Coordinate with Component Commanders (COCOM) to translate CINCs' requirements into programmatic terms, to include program elements and required funding.
- Integrate CINCs' requirements into POM submissions to HQ USAF.
- Provide sections in POM submissions highlighting the CINCs' requirements and priorities in POM submissions. Include funding for each CINC requirement by program element. Include rationale for any changes from funding needed to support CINCs' requirements.
- Submit requests for program changes which have been staffed and coordinated with all other affected programming agencies and which provide offsets for all costs to include budget and execution years and the FYDP.
- Provide impacts and appropriate offsets upon request for all HQ USAF generated Program Change Requests which affect force structure or manpower in their purview.
- Implement the approved Air Force program as directed.

4.3. Component Commanders:

4.3.1. The following MAJCOMs, as Component Commanders, are responsible for reporting programming requirements for:

- Air Combat Command (ACC)--US Central Command, US Atlantic Command, North American Aerospace Command, US Southern Command, and US Strategic Command.
- Air Force Space Command--US Space Command and US Strategic Command.
- United States Air Forces in Europe--European Command.
- Pacific Air Forces--US Pacific Command.
- Air Mobility Command (AMC)--US Transportation Command and US Strategic Command.
- Air Force Special Operations Command (AFSOC)--the non-MFP-11 portion of the US Special Operations Command.

4.3.2. Component Commanders' Primary Responsibilities:

- Highlight CINC requirements and priorities in POM submissions to HQ USAF.
- Coordinate with MAJCOMs to translate requirements into programmatic terms, to include program elements and required funding.
- Coordinate with other Air Force MAJCOMs concerning requirements outside their programming responsibility but within their areas of responsibility as components of Unified Commands.
- Track CINCs' concerns through the POM process.

- Provide direct feedback to CINCs on POM funding status of requirements.
- Involve CINCs in identifying tradeoffs between programs as required.
- Relay changing CINC concerns to the Air Staff and other affected Air Force MAJCOMs.
- Notify the CINC of proposed force structure changes over which the CINC exercises COCOM authority.

5. Documentation.

5.1. USAF Force and Financial Plan (F&FP). The USAF F&FP and Program Documents reflect the Air Force Program. The F&FP provides considerable expansion of details over the FYDP for Air Force programs. When submitting a request to OSD to modify the Air Force Program, ensure the request relates to the F&FP and its resources data. Changes in the F&FP are implemented only with specific direction from HQ USAF.

5.2. Air Force Program Documents. The Air Force disseminates its Program in various documents called Program Documents. Responsible HQ USAF organizations will publish the principal program documents twice during a cycle:

- After Air Force POM submission to OSD.
- After PB resolution.

Publish supplementary documents along with the program documents. (Responsible HQ USAF organization may publish these documents after a significant amended budget submission or anytime OSD directs an additional update.)

5.2.1. The principal program documents and the supplementary program documents that show particular resource commodity of the overall program are listed at attachment 3.

5.2.2. The OPR will categorize these program documents by Program Element (PE), consistent with the USAF F&FP.

5.2.3. Implement program documents only with specific and separate authority from HQ USAF (except for flying hours in the PA document).

6. Program Change Request (PCR). See DoD Instruction 7045.7 for general guidance on requesting a change to the FYDP program structure.

6.1. General Guidelines for Air Force PCRs:

- Use PCR actions to make small corrections to programs, not major program restructures.
- Final approval authority is SECAF and CSAF.
- For creation of, or changes to program elements, send requests, by letter or message, to HQ USAF/PE using guidelines of DoD Instruction 7045.7 (Enclosure 6).
- If operational or fiscal requirements necessitate changes to the Air Force program outside the normal PPBS cycle, commanders should submit PCRs by message (after coordinating within Programming Agencies) to HQ USAF/PEF, and provide informational copies to SAF/FMB, other Programming Agencies, and HQ USAF Mission/Mission Support Panels as required.
- Commands submitting PCRs will coordinate them through Air Force Materiel Command (AFMC) and identify potential support problems prior to sending them to HQ USAF. AFMC provides impacts, then HQ USAF optimizes the beddown plan.
- All commands possessing similar assets must coordinate on PCRs before sending them to HQ USAF.
- PCRs will not be accepted without appropriate offsets identified for the budget and execution years as well as throughout the FYDP. All costs, to include tails, must be considered.
- Identify the adjustments to total Air Force Officer and Enlisted end strength by fiscal year. Transfers of end strengths between agencies and commands do not result in a change to the Air Force Military Personnel Appropriation unless positions are being added to or deleted from the Air Force manpower file. Coordinate all end strength adjustments with HQ USAF/PEM or HQ USAF/PEP.

6.1.1. Submit PCRs only when changing the Air Force Program during the execution and budget years. Do not submit PCRs for changes to the Air Force Program which begin beyond the execution or budget years. Submit those requests as part of Program Agency initiatives or disconnects during the next programming exercise.

6.1.2. Include in each PCR a detailed explanation of the costs involved for all appropriations/fund sources and Foreign Military Sales (FMS)/Security Assistance impacts. For Procurement Accounts, in addition to the Program Element (PE), include the Budget Program (BP). Also include outyear costs and BP for PCR actions affecting outyears. Coordinate PCR cost estimates and savings with appropriate MAJCOM or equivalent Financial Management and Comptroller staff prior to submission to USAF/PE.

6.1.3. Identify in each PCR the source of the cost estimates in each appropriation/fund source. Specify offsets within each appropriation/fund source for the execution and budget year and throughout the FYDP. Offsets generated by FMS or Security Assistance programs must also be identified. Each offset will contain funding information to the program element and cost element detail. For Procurement Accounts, in addition to the PE, include the BP. Each PCR will be a stand-alone action. HQ

USAF will reject using offsets from prior or subsequent PCRs. HQ USAF will return PCRs without action that do not contain sufficient offsets.

6.1.4. To identify PCRs, include the initiating organization name (Air Combat Command, National Guard Bureau, etc.), execution year designation, and a sequential two digit number (e.g., AMC 94-01 is the first PCR AMC submits in Fiscal Year 94). HQ USAF-generated PCRs will use the three-letter office symbol of the responsible Directorate followed by execution year designation and sequential two digit number.

6.1.5. Each PCR will state that the requester has initiated the Environmental Impact Analysis Process (EIAP), as directed by AFI 32-7061, *Environmental Impact Analysis Process* and identify which Program Agencies have coordinated on the PCR.

6.2. PCR Request Message. Programming Agencies will submit PCRs in message format. As a minimum, the message will contain the following elements:

- Address to HQ USAF/PEF. Information copies to all interested MAJCOMs, the other PCR Programming Agencies, and SAF/FMBP, HQ USAF Directorates, the National Guard Bureau, and the Air Force Reserve. HQ AFMC/LGI must be an addressee on all messages that affect force structure and flying hours.
- The Programming Agency PCR number and title.
- Brief summary of proposed changes.
- Force structure or manpower displays of current program and a display of proposed changes by quarter of each fiscal year to include outyears.
- Cost summary of the proposed program to include program element, appropriation/fund, cost element detail, and BP (for Procurement Accounts) including outyears. As a minimum, identify Base Operating Support (BOS), Operations and Maintenance (O&M), Environmental Compliance, Real Property Maintenance (RPM), Military Family Housing (MFH), Communications and Military Construction (MILCON) costs as well as mission PE costs. If no impact, so state.
- Summary of proposed offsets to include program element, appropriation and cost element detail including outyears. Also identify cost savings, over and above proposed offsets, resulting from proposed program. Offsets generated by Foreign Military Sales/Security Assistance Programs must be identified.
- Discussion of the proposed plan, including the pros and cons of such areas as operational effects, combat enhancements, supportability issues, manpower issues, and congressional concerns.
- A statement that EIAP actions have been initiated and a properly completed AF Form 813, **Request for Environmental Impact Analysis**, is being forwarded under separate cover.
- Last statement should include the action officer's name, office symbol, and telephone number.

6.3. Programming Agency Actions. After SECAF/CSAF has decided on each PCR, HQ USAF/PE will notify SAF/FMB, AF/XO, and appropriate Programming Agency of approval or disapproval status and ensure that the appropriate data base and Programming documents are updated during the next available budget exercise.

6.4. Approval or Disapproval Message. See Atch 2 for sample message. Addressed to the submitting MAJCOM. Information copies to the Chairman JCS (CJCS), all affected geographic/combatant CINCs, all interested MAJCOMs, the Secretariat and HQ USAF Directorates, the National Guard Bureau, and the Air Force Reserve (if required). HQ AFMC/LGI must be an addressee on all messages that affect force structure and flying hours so they can ensure the changes are incorporated into the buy, repair, and distribution decisions. Approval messages will contain the following:

- **Present Program.** Force structure or manpower displays of current program by quarter of each fiscal year to include out years.
- **Approved Program.** Force structure or manpower displays of the approved program by quarter of each year to include out years.
- **Costs of Approved Program.** Cost summary of the approved program to include program element, appropriation, cost element detail, and BP (for Procurement Accounts) including out years. As a minimum, identify BOS O&M, RPM, MFH, Procurement, Communication, and MILCON costs as well as mission PE costs.
- **Approved Offsets.** Include program element, appropriation, cost element detail, and BP (for Procurement Accounts) including out years.
- Verification of the receipt of an approved AF Form 813.
- Approval comments.
- Changes to mobility and war authorizations if approved. If not applicable, so state.
- Host nation notification. PCR approval message will specifically include direction for the affected MAJCOM, as the theater commander, to notify the CINC of the approved PCR so the CINC may begin any necessary assessment and host nation notification procedures.
- Action officer's name, office, and DSN number.

6.5. Headquarters Air Force Actions:

6.5.1. HQ USAF/PE will:

- Assign an Action Officer (AO) to staff and process each PCR.
- Maintain a master log of all generated PCRs with current status.
- Prepare and send a message to appropriate Programming Agencies requesting impacts and offsets for HQ USAF generated PCRs.
- Verify manpower impacts, issues, and costs.
- Coordinate with affected HQ USAF directorates to ensure the program requested in the PCR is executable, correctly costed, and contains appropriate offsets.
- Coordinate the PCR for possible base impacts, public announcement, and congressional notification procedures (OCR: HQ USAF/XOO).
- Coordinate and verify, through the Office of the Civil Engineer, Directorate of Environmental Quality (HQ USAF/CEV) (and NGB/CEV or HQ USAF/REXR when appropriate) that required EIAP actions are complete.
- Complete required follow-up actions after PCR approval or disapproval (see paragraph 6.4).
- Maintain Change Control Number (CCN) integrity of model and non-model resources.
- Enter approved PCR action into the Options database and pass as Programming Guidance to SAF/FMB.
- Ensure approved PCRs are included in the next update of programming documents.
- Ensure initiation of proper public announcement and congressional notification procedures to include security review clearance in accordance with AFI 35-205, *Air Force Security and Policy Review Program*.

6.5.2. HQ USAF/CE (and NGB/CEV or HQ USAF/REXR when appropriate) will coordinate MILCON, family housing and real property maintenance requirements, EIAP, and all issues relating to facilities support.

6.5.3. SAF/AQ will ensure details relating to system acquisition and weapon system supportability are correct.

6.5.4. HQ USAF/LG will ensure that execution and budget year procurement of logistic support items are adjusted to reflect all approved PCRs.

6.5.5. HQ USAF/SE will ensure that proposed mission/force structure changes properly consider all safety related factors including, but not limited to, explosives and munitions storage and handling requirements.

6.5.6. HQ USAF/XO will:

- Ensure PCRs correctly identify operational readiness and training issues.
- Ensure PCRs correctly identify factors relating to war readiness, including changes to the War Reserve Materiel munitions, Readiness Spares Packages (RSP), regional issues, etc.

6.5.7. SAF/FM will:

- Ensure all appropriation managers review PCR.
- Ensure a correctly costed PCR including, but not limited to, manpower and flying hours actions.
- Ensure the proposed offsets are appropriately costed, to include Foreign Military Sales/Security Assistance impacts.
- Review PCR for financial limitations imposed by OSD, OMB, or the Congress.
- Help identify funding issues that may arise before the Operating Budget Review Committee (OBRC) and the Investment Budget Review Committee (IBRC).
- Ensure inclusion of command transfers during the budget year and out years (to include BOS tails) for model and non-model costs which result from PCRs processed under this instruction.
- Ensure sufficient funding is available and programmed to carry out proposed personnel actions (permanent change of station, separation incentives, etc.).
- SAF/FMB will task MAJCOM/FMA to provide D-22 exhibits for non-model command transfers.

6.5.8. SAF/LL will coordinate on all PCRs and accomplish appropriate congressional notification.

6.5.9. HQ USAF/DP will:

- Verify military and civilian personnel impacts, issues, and cost/savings with SAF/FMBOP.
- Assess impacts of proposed actions in training and availability of trained personnel resources.
- In conjunction with SAF/FM, ensure sufficient funding is available and programmed to carry out proposed personnel actions (permanent change of station, separation incentives, etc.).
- Recommend most cost effective forms of unit moves.

6.5.10. Air Reserve Components will:

- Coordinate all issues and requirements listed in paragraphs 6.5.2 through 6.5.9 within Air National Guard and Reserve channels, verifying impacts, issues and costs for Air Reserve Component specific PCRs.

7. DoD and USAF Program Documents.

7.1. Program Elements. PEs are primary data elements in the FYDP. They are organized into 11 major force programs (MFP), 6 combat force oriented programs, and 5 support programs. SECAF assigns PEs by IPTs and Panels according to their force

structure or support function. Since some PEs may affect more than one Panel, cross-Panel coordination is an absolute requirement. The functional DCS, or the Secretariat equivalent functional manager, will coordinate assignment changes to existing PEs for approval by the SECAF.

7.2. DoD Distribution Controls. Do not disclose PPBS documents and supporting data bases outside the DoD or other governmental agencies not directly involved in the defense planning and resource allocation process (e.g., OMB). The OSD office responsible for the PPBS phase to which the document or data base pertains will consider requests for exceptions on a case-by-case basis. They are the Under Secretary of Defense (Policy) for the Planning phase, the Under Secretary of Defense (Comptroller)(Director, Program Analysis and Evaluation) for Programming phase, and the Under Secretary of Defense (Comptroller)(Program/Budget) for the Budgeting phase [see DoD Instruction 7045.7]. The responsible OSD office coordinates and approves requests with the General Counsel.

7.3. Air Force Distribution Controls. The Air Force, by request, distributes to OSD and headquarters elements of the Departments of the Army and the Navy. Sub-elements of those departments that require information on Air Force programs should get it from their respective departmental headquarters. The Air Force distributes program documents internally on a strict "need-to-know" basis (see DoD 5200.1-R, *Information Security Program Regulation*, June 1986, with Change 1 and 2, and AFPD 31-4, *Information Security*).

7.4. Requests for Distribution. HQ USAF distributes program documents to directorates at the Programming Agencies. With specific, fully justified requests from the Programming Agencies, HQ USAF may distribute documents directly to the subordinate commands immediately below MAJCOM level.

7.4.1. HQ USAF/PE controls the distribution for the principal program documents; the OPRs control supplementary documents (see attachment 3).

7.4.2. Send all requests for program documents through the Programming Agencies to the HQ USAF OPR. Do not use normal publications channels. Requests for new or increased distribution must:

- Be signed at the command directorate level.
- Identify the using agency.
- Justify the reason for the request.
- Identify the total number now being received in the command headquarters.
- Identify the Programming Agency's focal point responsible for program document control.

7.4.3. In determining total requirements, Programming Agencies should:

- Use focal points or classified libraries that can make copies available to several offices in order to minimize the number of copies needed.
- Using DoD 5200.1-R and AFI 31-401, *Information Security Program Management*, reproduce parts of documents when an individual office or subordinate command does not need the whole document.

7.5. Limitations on Distribution to Contractors. Limit access to industrial firms under contract to the Air Force on a strict "need-to-know" basis as provided in DoD 5200.1-R/AFI 31-401 and DoD 5220.22-R, *Industrial Security Regulation*, December 1985 and AFI 31-601, *Industrial Security Program Management*. Do not release entire documents. The USD(C) will consider requests on a case-by-case basis. The commander responsible for procuring material, supplies, or services from a contractor or bidder may release or disclose only the classified information required to perform the specific contract or to prepare a specific bid or quotation.

8. Process Timing--Calendar Year Schedule. Refer to Air Force POM Preparation Instruction (PPI) and DoD Instruction 7045.7 for calendar of events.

JOHN W. HANDY, Maj General, USAF
Director of Programs and Evaluation

GLOSSARY OF TERMS

Terms

Air Force Corporate Structure —Embodies the corporate review process for HQ USAF. This structure increases management effectiveness and improves cross-functional decision-making by providing a forum in which senior Air Force leadership can apply their collective judgment and experience to major programs, objectives, and issues. Only military or Department of Defense civilian personnel assigned to the Air Staff or Office of the Secretary of the Air Force may serve as members of the corporate structure.

AFC (Air Force Council) —Advises and makes recommendations to the Chief of Staff and Secretary on major matters, including the responsiveness of Air Force plans and programs to national, Office of the Secretary of Defense, Joint Chiefs of Staff, and Air Force objectives. AFC is the only review and decision making body for programmatic issues whose recommendations go to the Chief of Staff and the Secretary of the Air Force. This process balances programs among mission areas, between force structure and support, and between readiness and modernization. The Vice Chief of Staff chairs the AFC. Membership is at the Deputy Chief of Staff (three-star) level, corresponding Secretariat level, and selected Directorate (two-star) level. The Special Access Required (SAR) Programs Oversight Committee (SPOC) is a subset of the AFC and reviews programmatic issues for SAR programs.

AFB (Air Force Board) —Advises and provides recommendations to the Air Force Council (AFC) on major programming and other issues. In addition, the AFB conducts corporate reviews of the resource allocation process, enhances the corporate decision process, and works to shape and refine proposals prior to presentation to the AFC. The AFB has decision authority for issues submitted by the Air Force Group (AFG). The Director of Programs and Evaluation chairs the AFB. Membership is at the General officer/Senior Executive Service level (para 2.1).

AFG (Air Force Group) — Advises and provides recommendations to the Air Force Board (AFB) on major programming and other issues. Conducts corporate reviews of the resource allocation process, enhances the corporate decision process, and works to shape and refine proposals prior to presentation to the AFB and the Air Force Council (AFC). The Deputy Director of Programs and Evaluation chairs the AFG. Membership is at the Colonel/civilian equivalent level (para 2.1).

Air Force Mission/Mission Support Panel —Advises and provides recommendations to the Air Force Group (AFG) on major programming and other issues. Conducts corporate reviews of the resource allocation process, enhances the corporate decision process, and works to shape and refine proposals prior to the AFG. Serves as initial point of entry for Integrated Process Teams (IPT) and issues requiring corporate review. Chairs designated by appropriate Deputy Chief of Staff/Assistant Secretary (para 2.3).

Budget Year(s) —The year(s) following the current fiscal year, and for which the budget estimate is prepared. For example, if the current fiscal year is FY 1995, the budget year(s) would be FY 1996-97.

C4I —Command, Control, Communications, Computers, and Intelligence.

Disconnect—An approved program or portion of an approved program which has become unexecutable because of a mismatch between its resources and the content validated by Headquarters Air Force. Specific Air Force or Office of the Secretary of Defense decisions to change the program content or pace in the Planning, Programming, and Budgeting System cycle are not candidates for disconnects in the following year's cycle. These represent intentional adjustments to programs and must compete as new content in the initiative phase of the next cycle if restoration of content is desired. The using command and the applicable Headquarters United States Air Force Resource Allocation Agency must validate all disconnects.

D-22 —Office of the Assistant Secretary of the Air Force, Financial Management and Comptroller, Directorate of Budget Operations (SAF/FMB0) Financial Plan exhibit used as a vehicle to transfer Air Force Operations and Maintenance funds between commands to include approved Program Change Request actions for the budget year but not included in the President's Budget submission.

EIAP—Environmental Impact Analysis Process.

Execution Year —The current fiscal year.

Fiscal Year (FY)—The 12-month period which begins 1 October of one year and ends 30 September of the next.

FYDP —Future Years Defense Plan. The official document and data base which summarizes Secretary of Defense approved plans and programs for the Department of Defense.

Headquarters PCR —Generated by Headquarters Air Force to direct an out-of-cycle change which affects the budget or execution years of the Air Force Program.

Integrated Process Teams (IPT) —Form the multifunctional working-level infrastructure for the Air Force corporate structure. There will be only one IPT per Air Force program. IPTs that include both operational and acquisition programs may form working groups or sub-IPTs that specifically address functional issues required by DoD direction, so long as these teams are multifunctional in nature. IPTs enter the corporate structure through the applicable Panel for issues requiring corporate review or decision.

MAJCOM Initiative —A proposal for additional funds to add to an approved ongoing program's content or to initiate a new program (new start).

MAJCOM PCR —Generated by the major command (or other programming agencies) to direct an out-of-cycle change which affects the budget or execution years of the Air Force Program.

Offsets—Identified resources that are offered to “pay” for a Program Change Request action, disconnect, or initiative.

Out Years —The years of the Air Force Program not included in the execution or budget years.

PCR —A Program Change Request to change programmed resource allocations outside the normal program exercise process (out-of-cycle).

Prior Year (PY) —The fiscal year immediately preceding the current year (last completed fiscal year). Also referred to as Past Year.

USAF F&FP—USAF Force and Financial Plan--the data base that describes the Future Years Defense Plan.

SAMPLE PCR APPROVAL MESSAGE

PENTAGON

OPERATIONS DIRECTORATE

PRIORITY/ROUTINE

ZYUW RUEAHQA5991 3251700

P R 201652Z NOV 95

FM HQ USAF WASHINGTON DC//PE//

TO RHDIAAA/HQ ACC LANGLEY AFB VA//XP/DO/LG/CE/FMA/XPPC//

RHWRMPC/HQ AFPC RANDOLPH AFB TX//DPM/DPMR/DPMY//

RUCVNAF/8AF BARKSDALE AFB LA//CV/DO/LG//

RUVKAUS/10AF BERGSTROM AFB TX//CV/DO/LG//

INFO ZEN/OSAF WASHINGTON DC//FMB/FMC/AQ//

ZEN/HQ USAF WASHINGTON DC//RE/PE/XO//

RHWRATC/HQ AETC RANDOLPH AFB TX//XO//

RUVAFMC/HQ AFMC WRIGHT PATTERSON AFB OH//XP/XR//

RHCUAAA/HQ AMC SCOTT AFB IL//XP/DO/LG//

RUCLBBA/9AF SHAW AFB SC//CV/DO/LG//

RUVMDBC/12AF DAVIS MONTHAN AFB AZ//CV/DO/LG/LA//

RUCBACM/USCINCOM NAS NORFOLK VA//J3/J4/J5//

RUVMAAA/SM-ALC MCCLELLAN AFB CA//LAC/LAFY/LAS/TIED//

RUVMDBC/355WG DAVIS MONTHAN AFB AZ//CC//

RUCLFNA/347WG MOODY AFB GA//CC//

RUCLEBBA/20WG SHAW AFB SC//CC//

RUEBBMA/23WG POPE AFB NC//CC//

RUVHBMA/57FW NELLIS AFB NV//CC//

RUWTEBWA/27FW CANNON AFB NM//CC//

RUEAUSA/HQ NGB WASHINGTON DC//CF/XO//

RHDJAAA/ANGRC ANDREWS AFB MD//DO/LG//

RUHVPAC/HQ PACAF HICKAM AFB HI//XP/PA/LG/FM//

RHFQAAA/HQ USAFE RAMSTEIN AB GE//XP/PA/LG/FM//

RUVHILL/OO-ALC HILL AFB UT//LA/LAA/LAC/LA/LIW/MMA//

RUVHILL/DIR MAT MGMT HILL AFB UT//MMA/MMS//

RUVAFMC/ASC WRIGHT PATTERSON AFB OH//TAF/TAL/TAE/XPF/YPD/YPL//

RUVRDAB/WR-ALC ROBINS AFB GA//LY-1//

U N C L A S S

SUBJECT: ACC PCR 95-11: A/OA-10 AND F-16 FORCE STRUCTURE ADJUSTMENTS

1. ACC PCR 95-11 IS APPROVED AS AMENDED FOR INSERTION INTO THE
AIR FORCE PROGRAM:

- A. MOVES 1 SQN F-16/30 FROM CANNON AFB TO SHAW AFB.
- B. MOVES 1 SQN A/OA-10 FROM SHAW AFB TO POPE AFB.
- C. MOVES 1 SQN F-16/40 FROM POPE AFB TO CANNON AFB.

D. DELETES THE 96/2 6 PAA ROBUST OF HILL AFB F-16/40 AND RETAINS THE F-16/40 IN ATTRITION RESERVE. IN 96/4 THEY WILL BE MOVED TO CANNON AFB.

E. DELAYS THE CONVERSION OF 6 WHITEMAN AFB A-10S TO OA-10S FOR TWO QUARTERS TO MAINTAIN 20 FWE.

* * LOCAL DISTRO

16

ACTION FMC (1) (D)

INFO PE (3) RE (1) FMB (3) XORC (1) LGS (1) LGM (1) AQ (1)

XOOB (1) XOOT (1) XOFC (1) XOF (1)

2. CURRENT AND APPROVED FORCE STRUCTURE CHANGES FOLLOW:

A. * * * * * CURRENT PROGRAM (97 BES) * * * * *

BASE	ACFT	PURP	96/1	96/2	96/3	96/4	97/1	-	→
HILL	F-16/40	CC	18	24	-----				→
CANNON	F-111	CC	54	36	18	0			
	F-16/50	CC				18	-----		→
SHAW	A/OA-10	CC	21	-----	18	-----			→
	F-16/50	CC	54	-----	60	-----			→
POPE	F-16/40	CC	18	-----					→
WHITEMAN	A-10	CC	12	---	6	-----	-0		
	OA-10	CC	6	---	12	-----	18	---	15 --→

E. * * * * * APPROVED PROGRAM (BES) * * * * *

BASE	ACFT	PURP	96/1	96/2	96/3	96/4	97/1	- →
HILL	F-16/40	CC	18	-----				→
CANNON	F-111	CC	54	--	-36	---	-18	--- 0
	F-16/40	CC					24	-----→
	F-16/50	CC					0	-----→
SHAW	F-16/50	CC	54	-----	-60	---	-78	-----→
	A/OA-10	CC	18	-----			0	-----→
POPE	A/OA-10	CC					18	-----→
	F-16/40	CC	18	-----			0	
WHITEMAN	A-10	CC	12	-----			0	
	OA-10	CC	6	-----			18	--- 15 --→

3. MANPOWER IMPACTS: (FY97-02)

<u>BASE/UNIT</u>	<u>OFFICER</u>	<u>ENLISTED</u>	<u>CIVILIAN</u>	<u>DELTA</u>
HILL	-8	-74	0	-82
CANNON	+8	+96	0	+104
SHAW	-2	+66	0	+64
POPE	+2	-88	0	-86
TOTAL DELTA	0	0	0	0

4. FLYING HOUR CHANGES:

ACFT	PE	MAJCOM	FY96	FY97 ----->
A-10	27131	ACC	NC	NC ----->
OA-10	27418	ACC	NC	NC ----->
F-16	27133	ACC	- 720	NC ----->
A-10	52713	AFRES	+1440	
OA-10	52718	AFRES	-1440	

5. FUNDING CHANGES (DOLLAR VALUES IN THOUSANDS):

<u>CMD</u>	<u>ACFT</u>	<u>PE</u>	<u>APPN</u>	<u>CAT</u>	<u>FY96</u>
ACC	F-16	27133	3400	MODLF	- 1562
		27578	3400	52900	+ 700
AFR	A-10	52713	3740	MODLF	+1600
AFR	OA-10	52718	3740	MODLF	- 1600

SAVINGS AS A RESULT OF THIS PCR TOTALS \$862K. THESE DOLLARS SHOULD BE APPLIED AGAINST ACC'S HIGHEST UNFUNDED REQUIREMENTS. THERE IS NO CHANGE TO FY97 AND OUT FUNDING.

6. FACILITY REQUIREMENTS:

A. MILCON: POPE AFB MILCON REQUIREMENTS FOR A F-16/40 LANTIRN MX FACILITY ESTIMATED AT \$1.5M ARE DELETED. NO MILCON REQUIREMENTS FOR CANNON AFB ARE EXPECTED.

B. O&M: CANNON AFB O&M REQUIREMENTS TO RENOVATE THE EXISTING F-111 PAVE TACK MX FACILITY INTO A F-16/40 LANTIRN FACILITY ARE ESTIMATED AT \$0.7M.

7. FINAL DECISION ON THESE PROPOSED ACTIONS WILL BE MADE AFTER THE APPROPRIATE ENVIRONMENTAL ANALYSES HAVE BEEN COMPLETED INCLUDING ALL NEPA REQUIREMENTS AND A CLEAN AIR CONFORMITY ANALYSIS/DETERMINATION.

8. HQ USAF/PEF POC IS LT COL MILLER. DSN 223-2276 (VOICE AND CLASSIFIED FAX), OR DSN 227-1677 (UNCLASSIFIED FAX).

9. THE FORCE STRUCTURE PORTION OF THIS PCR IS DECLASSIFIED UPON CONGRESSIONAL NOTIFICATION. OUTYEAR FUNDING STREAMS ARE DECLASSIFIED ON AUGUST 1, 2006.

BT

PROGRAM DOCUMENTS AND SUPPLEMENTARY PROGRAM DOCUMENTS LISTING

PROGRAM DOCUMENTS

Title	Short Title	HQ USAF OPR
Aerospace Vehicles and Flying Hours (Annual)	PA	
<ul style="list-style-type: none"> • Vol I, <i>Aircraft and Flying Hours by Mission Design Series</i> 		PE
<ul style="list-style-type: none"> • Vol II, <i>Aircraft and Flying Hours by Command</i> 		PE
<ul style="list-style-type: none"> • Vol III, <i>Strategic Missiles, Cruise Missiles, Remotely Piloted Vehicles, and Target Drones</i> 		PE
<ul style="list-style-type: none"> • Vol IV, <i>Space Systems</i> 		XOF
Installations, Units, and Priorities	PD	XOO

SUPPLEMENTARY PROGRAM DOCUMENTS

Flying Training Program	FTP	XOO
Manpower and Organization	PM	PE
<ul style="list-style-type: none"> • Vol I, <i>Regular Forces</i> • Vol II, <i>Reserve Forces</i> 		
Operational Test and Evaluation Program	PO	TE
Tactical Air Missile Program	PT	XOF
Technical Training Program PTT DPP		